



EVALUATION OF LOCAL GOVERNMENT INNOVATION PROGRAM IN LAMPUNG PROVINCE

Simon Sumanjoyo Hutagalung*, Dedy Hermawan

Department of Public Administration, Universitas Lampung
Jl. Prof. Dr. Ir. Sumantri Brojonegoro No. 1, Gedong Meneng, Rajabasa,
Kota Bandar Lampung, Lampung 35141, Indonesia

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Abstract

The problem of public services capacity, such as budget, infrastructure, and social capital in regions, is a threat to the social conditions of the community if serious efforts are not anticipated by the local government. Therefore, it needs an alternative model as an option to address the problem of capacity. This study seeks to illustrate the efforts of new autonomous local governments in building public service capacity in new autonomous regions to identify the dynamics of sustainable public service capacity building in new autonomous regions and to design a model of the sustainable public service capacity building to strengthen the autonomous region. This model tries to achieve an intergenerational aspect of development. The research method used in this study is a qualitative approach that combines secondary data and primary data. Data were collected from three local governments with best practices in public service capacity management. The data were analyzed using an interactive model. The research showed that when the program capacity is well designed, it will produce good program sustainability capabilities as well, otherwise if the program capacity faces many obstacles and it will produce poor sustainability capabilities. The strengthening of innovative programs in the public service sector needs to adopt the role model of public sector innovation initiative. The model emphasizes the importance of identifying the role of innovation that is designed in a program to the real problems faced so that later public confidence about the urgency of innovation can be achieved.

Keywords: Program Innovation, Sustainability, Strengthening Roles, Local Government

I. INTRODUCTION

Increasing the capacity of public services through a territorial approach is an argument that has succeeded in realizing new regions in Indonesia. However, the correlative argument between the formation of new regions and the improvement of public services also experienced opposite conditions, where not all regions succeeded in encouraging the optimization of public services (Brata, 2008, p. 1). This gives an initial indication that there are indeed problems in the division of regions because public welfare and public services have not changed for the better after separating from the main region (Bappenas, 2007, p. 5).

New regions as a result of regional autonomy policies in principle have the same function to the community (Syamsudin, 2005, p. 18). The new regional government in this context still has an obligation to carry out public service activities that are very good for the people in their region, although it is known that the new autonomous regions generally do not have the capacity of infrastructure and resources that can provide optimal contribution to the delivery of public services (Hutagalung, 2010, pp. 98–102). Administrative problems such as office buildings, employee procurement, boundary issues, allocation and provision of financial resources and other administrative aspects are still major challenges for local governments in autonomous

* Corresponding Author

Phone : +62 815 4019 877

Email : simon.sumanjoyo@fisip.unila.ac.id



regions (Wismono, Ramdhani, & A., 2015, pp. 362–381).

Paying attention to regional developments that are specifically implemented in a new region is important because it is a need that has to be managed in a planned manner from an early age to avoid management mistakes that will cause stagnation to communities in the area. The context of sustainable regional development becomes relevant. The problem of public services capacity is the focus that must be prepared to implement the regional economy (Hutagalung, 2012, pp. 34–42). Considering the capacity of good public services will have a long-term positive impact, even reaching across generations so capacity building efforts were carried out through various innovations in local government management. The presence of innovations that occur naturally or which are the result of adoption from the private sector will produce many impacts (Hartley, 2005, pp. 27–34), including the presence of an added value in interpreting public affairs (Wahyudi, 2016). The success of innovation in the scope of local government is determined by various factors, including communication and implementing capacity (Hartiningsih, 2016, p. 293). In the long term, the presence of innovation in local government will encourage the success of regional development (Sitompul & Sumule, 2016, p. 317).

Nowadays, innovation is profoundly vital for public organizations. In this manner, agreeing to (Mulgan & Albury, 2003, p. 2), the definition of the improvement of innovation for public organizations is considered important. It should be centered on the public segment: it makes a difference in public administrations to make strides execution and increment public esteem; react to the desires of citizens and adapt to the requirements of clients; increment benefits proficiency and minimize costs. It also mentioned a few reasons why public sector must enhance, namely: (1) to reply more successfully (2) to incorporate cost components and progress effectiveness; (3) to move forward the delivery of public administration, counting at regions with little advance within the past; (4) to completely understand the data and communication advances since it has been demonstrated to extend effectiveness and adequacy of benefit conveyance (Mulgan & Albury, 2003, pp. 4–9).

Meanwhile, the development of innovation in worldwide open administration and the organizational segment is driven by a few conditions. Some of the worldwide conditions are summarized into five bunches, among others; (1) the request of political system, counting the proper through the order of the election, enactment, and weight from lawmakers; (2) the development of unused authority, to be specific a leader who

brings unused thoughts and ideas, from the interior or exterior organization; (3) the presence of a emergency characterized as the failure to expect current and future public issues; (4) the inside issues, to be specific the disappointment to reply to the changes within the environment, the failure to incorporate public demands in a program, the issue of asset, and the disappointment to make different arrangements; and (5) the emergence of unused openings, such as the creation of various sorts of modern advances influencing the way of life of the society (Borins, 2001, p. 73).

In the Indonesian context, not all innovations carried out by local governments are successful. The variability of the applied innovation is shown by research conducted by a scholar (Aminah & Wardani, 2018, p. 16) on seven (7) Districts selected to represent Human Development Index (HDI), such as Palembang, Surakarta, Bandung and Batam and also represented Low HDI regions: Pesawaran, Bangkalan, and West Lombok showed that the factors of factorization interpretation, regulatory readiness, leadership, innovation culture and facilities, and infrastructure were in high category, while the preparedness factor from the coordination and facilitation faced by stakeholders was also low category cooperation. The results show that all the factors supporting the innovation except for facilitation and coordination in high HDI are superior to low HDI regions. The relationship between the supporting factors reveals that there are three types of relationships: important, important, and not very important. These conditions then stimulate further research in different regions, especially in Lampung Province.

The results of the Indonesian Ombudsman survey in Lampung Province found that 80% of SKPDs in Lampung Province was included in the red zone, which meant that there was a low level of compliance with the public service law, 15% was categorized in the yellow zone or the middle zone, which means medium in the level of compliance, and 5% enter the green zone which means a high level of compliance in the implementation of Law 25 of 2009 on Public Services (Ombudsman Indonesia, 2014, p. 33). The survey was conducted again in the period of April-August 2016. The survey was carried out with the object of assessment of administrative service products in each organizer. The results did improve, 4 local governments in Lampung reached the green zone, the Lampung Provincial Government, Bandar Lampung, Metro, and Tanggamus, while South Lampung Regency was still in the yellow zone. This condition also indicates that the capacity of public service is still unstable in Lampung Province despite having initiated various regional innovation programs (Kurniawan,

2016, p. 578). The best innovation, which is mobile hospitals carried out by the Lampung Provincial Government and become the best innovation program is actually experiencing a variety of resource constraints that have not been able to expand the program widely (Stiawan, 2017, p. 98). On the other hand, the capacity of the government apparatus as the initiators and implementers of the regional government innovations also experienced pessimism, as was identified from Mukhlis (2016) research on 33 IV Diklatpim participants who came from Pringsewu District. Only one type of change project enter the productive type of innovation, on the contrary there are 20 (twenty) change projects that are not included in the innovation category because all of them are the main tasks and functions of the regional work units in which the IV Diklatpim participants serve (Mukhlis, 2016, p. 21). From these conditions, it can be inferred that the problem in the innovation of local government in Lampung Province is in the aspect of human resources and supporting infrastructure resources that must be developed in a sustainable manner.

Based on the background of the problem, the following research questions are generated to evaluate the innovation program; (1) How is the capacity and sustainability of the innovative program of public service of the local government in Lampung Province? (2) What is the appropriate model of sustainable public service capacity development in the context of strengthening regional autonomy in the regional government in Lampung Province?

II. METHOD

This study uses a qualitative approach that describes and explains the symptoms and trends in emerging phenomena. This qualitative method was chosen because it was able to summarize and explain the symptoms of interaction between implementers and the programs implemented. This approach is used to test objects in natural conditions, where researchers are a key instrument with data collection techniques performed in triangulation, inductive data analysis and research results that emphasize the meaning of generalization (Sugiyono, 2000, p. 35). The research location includes the local government in Lampung Province which then purposively selected 3 representative regions; Bandar Lampung, North Lampung, and Pesawaran. Of the three regions determined through judgment sampling, each of the flagship programs agreed by the local government.

A judgmental sampling design is usually used when a number of analytical units have interesting properties. This design is the only appropriate

sampling technique in obtaining information from a very specific population. Sample judgment is also commonly used to obtain representative new information (Panacek & Thompson, 2007, pp. 75–78). This technique was chosen considering the depth of the concept and technical program that must be chosen by the researcher so that the justification for choosing the best program to be examined was given to the local government and agreed by the researcher. The data was taken from the range of May 15, 2017, to January 5, 2018. The informants in this study were the program executives, the heads of agencies/board/service groups and the target groups of the programs selected by a snowball. Field data collection for this research was carried out with techniques developed in qualitative approaches, namely: (1) Interviews with ten key informants using interview guides, including as informants in this research are the heads of bureau/board, the program executing apparatus and the target groups of the programs selected by snowball technique, interviews were recorded and transcripts were made (2) Direct observation of the research location, and (3) Documentation review. After the data collected, it will be analyzed qualitatively by using an interactive analysis model where the data are analyzed by a qualitative descriptive method. This stage through several stages, namely: (1) data reduction. (2) data presentation, and (3) draw conclusions. In this phase, the researchers conducted an inference based on the interpretation of field findings (Miles & Huberman, 1992, pp. 173–177). Interactive data analysis model was chosen because it was able to explain the massive data into the detailed identification and summarize everything.

III. RESULTS AND DISCUSSION

A. Analysis of Public Service Innovation Program Capacity and Sustainability

1) *Analysis of Public Service Innovation Programs in Local Governments in Lampung*

The free health care program (P2KM) in Bandar Lampung has been effective. This was observed from several indicators, accuracy of the target of the free health care program (P2KM) of Bandar Lampung community that had been achieved, the program socialization that had been carried out directly and indirectly by using print media such as billboards and banners, the achievement of the goal of free P2KM health service program) in the city of Bandar Lampung that has been achieved and monitoring and supervision of free health services (P2KM) in Bandar Lampung that has been carried

out by the organizer.

This program is valid from January 1, 2015, which is guaranteed by the City Government of Bandar Lampung in the Mayor Regulation No. 24 of 2014 and is shown to all the people of Bandar Lampung so that the community becomes comfortable, so there is no reason if there is no cost, because it is borne by the City Government of Bandar Lampung. Bandar Lampung Government, Bandar Lampung Health Office and UPT related to health centers have carried out the program objectives by providing free medical services to the people of Bandar Lampung. This is evidenced by the number of people who do not have other health insurance treatments by using KK and KTP in Bandar Lampung. Disease health services are also not only a common disease but for diseases that must be treated by the hospital as well, in addition to hospitalized patients also have been borne by the City Government of Bandar Lampung. In addition, cooperation between the City Health Office of Bandar Lampung and the Department of Population and Civil and Hospital is very petrified in the free health service procedure is to provide convenience to service providers and service recipients.

The supporting factors for the free health care program (P2KM) in Bandar Lampung are; Mayor's Regulation of Kota Bandar Lampung No. 24 of 2014 concerning free treatment, as well as cooperative relations between government agencies. While the inhibiting factor of this health care program is the lack of public awareness to bring the data requirements or discrepancies between KK and KTP and citizens who have not taken care of the citizenship of Bandar Lampung. This makes the service hampered due to data mismatch, or the residents themselves do not carry the original card and the requirements for identity cards and photocopies. Citizens who want to seek treatment should have prepared requirements for smooth patient care.

Meanwhile, a free internet program in North Lampung can be said to be not optimal because the North Lampung Office of Communication and Information does not have a program guide, there is no SOP that must be implemented to run the program. The Office of Communication and Information Technology runs this program based on government policy and based on the vision and mission of the North Lampung Office of Communication and Information. In implementing this program, the North Lampung Office of Communication and Information does not have a program guide, there is no SOP. This free internet program is implemented without structured procedures. Based on the results of the analysis, the researcher saw that people who claimed not to be

satisfied with the internet program were only in 4 locations. Some items that become the benchmark of satisfaction from internet access users are lack of facilities and infrastructure provided by the local government and non-current internet access. The 4 points are South Abung Saprodi, Kotabumi Koramil, Kotabumi Ramayana Fruit Market, and Bukit Kemuning Market. Researchers found the facts in the field that on one of the free internet sites namely the Ramayana Kotabumi Fruit Market, internet access did not run smoothly and sometimes internet access could not be used or died, even now accessing wifi at the Ramayana Fruit Market location, Kotabumi cannot be used. That is, the services provided to the community are less than optimal.

According to informants, the location of free wifi installations in North Lampung is ineffective because of its non-strategic location, such as at the Ramayana fruit market located at the location of the Military Police Complaint Service Office using only office users, then at the intersection of Saprodi location, Abung South, placed at the photocopy location where facilities and infrastructure were not provided, then at the location of Kotabumi Koramil Square, placed at a location at the Koramil Office, Kotabumi. This program is very helpful for the people of North Lampung Regency and feels satisfied with this program. But this program lacks effort from the North Lampung Communication and Information Service in improving the quality of human resources in North Lampung, the relevant agencies do not do training on ICT so that there are still found some person who is still technologically unsuccessful or unable to access the internet. positive way.

Based on the results of the study, it can be concluded that the goal of free internet programs in North Lampung District in supporting public literacy has not been well achieved. It can be seen that only one is achieved from both objectives, in the first point, namely Helping the general public in terms of facilitating access to information quickly and accurately the desired information, has been achieved seen through the satisfaction felt by the North Lampung Regency, the community is assisted by a temporary goal the second is to improve the quality of human resources in North Lampung because most internet access users in North Lampung use it to play online games, and there are still people who don't know how to use the internet.

Pesawaran has a Home Care Program as its flagship program. Home Care Program is a home to door health program by conducting nursing care individually, family, or groups to improve a clean and healthy lifestyle of the community continuously and comprehensively in the hope that the community is independent and aware. Make it easier for people

who cannot afford health services to just wait at home and wait for Home Care officers to check their health regularly and thoroughly. Home Care programs and family doctors almost have the same duties and roles in doing home health services, it is only a difference if Home Care functions as a temporary preventive (promotive) health notification service for family doctors to have both and added with care. For Home Care officers themselves, it can actually also be used to treat patients who are served but must consult first with a doctor at a health center where they are on duty because they are only allowed to treat only first aid and their medication is also a standard drug rather than a doctor's prescription. And for family doctors, they can provide treatment directly and only conspire with families of patients without outside interference.

Analysis of the Home Care Program resulted in the conclusion that implementation in the Pesawaran area was still less successful in its implementation. This can be seen from the 6 indicators according to Wirawan (2012, pp. 19–21) process evaluation consisting of factors assessed, namely: (1) Service Program. The form of Home Care program is nursing care from house to house with individuals, families, or groups with the main task as prevention (Preventive) and notification (promotive) with the aim of the community to make a clean and healthy lifestyle, as well as a companion while being treated with a doctor, (2) Service implementation Implementation of the Home Care program is not yet effective. Home Care officers have not maximized their duties by providing an understanding of public health, the implementation from the beginning of the program is not up to date as it should be even though the monthly reporting system and supervision of various parties, (3) Stakeholders served. The community as the served party feels concerned about health and maintains their health and feels facilitated to receive health services by just waiting to be visited by their home or by joining activities such as posyandu and posbindu, (4) Source used. Sources such as inadequate budgets for health activities because they still have to collect and request funds from the Health Operational Assistance (BOK) and National Health Insurance (JKN), the number of officers is not enough so the officers are overwhelmed to serve, and their last facility gets a vehicle, medical equipment, and medicine, (5) Program implementation is compared to what is expected in the plan. There are many improper applications such as the ideal number of a village official but in reality two or more villages, the community is not yet fully aware of the importance of a Clean and Healthy Lifestyle (PHBS), and neither the community nor officers know their role well.

The results of the implementation have not gone well because there are still many that have not been achieved in the main goal of Home Care is to encourage people to live healthily and not everyone gets Home Care services. The community is an inhibiting factor because they still have not changed the idea that if there are disease risk factors must report to the Home Care officer to find out if there are cases of risk factors in their village that can be prevented and directed to get health services.

2) *Analysis of the Implementation and Sustainability Capacity of the Innovation Program*

The results of the analysis of each innovative program from the area are then compared using a strategic triangle approach. The strategic triangle approach presented by Moore (1995) can be borrowed to test the feasibility of innovation ideas. There are three elements that must work together so that strategic ideas and major innovations can be implemented to realize strategic changes in the organization, namely clear mission and goals, support and legitimacy, and organization and operations. In addition, there are three tests that need to be done to assess the idea of innovation or change can be continued, namely, the idea is substantively valuable, the potential for sustainability both legally and politically sustainable, and technically and operationally feasible (Moore, 1995, p. 71).

The capacity for program implementation seems to occur differently in each program, it appears that some aspects are formed under optimal conditions and in other programs, there are conditions that are not optimal. The identification results can be seen from Table 1.

From Table 1, it can be observed if the P2KM Program in Bandar Lampung becomes a program that already has a good implementation capacity, while the Home Care Program is a good program but it needs improvement and a free Internet Program in North Lampung into a program that does not have adequate capacity where there are still many weaknesses. Further analysis of the strength of sustainability of the three programs is analyzed and can be observed in Table 2.

Table 2 shows that the P2KM Program in Bandar Lampung has the power to continue, while the Home Care Program in Pesawaran has the power to continue but by improving on several aspects. Free internet programs are the most powerless programs to become programs that are running. This program must be redesigned with a more capacity-ready design.

From both tables, it can be observed if the program capacity is optimally designed it will

Table 1.
Program Implementation Capacity Analysis

No	Element	Free Medical Program	Free Internet Program	Homecare Program
1	Mission and Objectives	The mission and objectives are clear because it is part of the priority program of the regional government.	Missions and objectives are clear, as they are part of the government's flagship program. Not part of the mission and main objectives of local government programs, it looks like a trial program.	Mission and objectives are clear because it is the flagship program of the local government.
2	Support and Legitimacy	Very strong support, from legislative and community.	Support is at the program executive level only.	Strong support and legitimacy, local government and community support the program.
3	Organization and Operationalization	The implementing organization involves several parties with the division of labor composed so that in its operations there are not many obstacles.	Implementing organizations are quite simple that only involve the agency, partners, and technicians. Its operations face technical and resource constraints	The implementing organization involves one specific service, the workload becomes one of the constraints other than the constraints of budget resources and service facilities.
4	Conclusion	The program has good capacity	The program does not have sufficient capacity	The program has sufficient capacity despite constraints.

Source: Researchers Data Analysis, 2018

Table 2.
Analysis of Sustainability Aspect of Innovation Program

No	Indicators	Free Medical Program	Free Internet Program	Homecare Program
1	Has substantive value (substantively valuable)	Substantively related to the important needs of society	Substantive not too become the urgent needs of society. Although broad program objectives are yet able to enjoy only a few groups	Substantively related to the important needs of the community, though only to the service delivery aspect.
2	Legitimately and politically sustainable	The Program has strong legitimacy because it is governed by Mayor Regulation, politically also has the power as a popular program in society.	The program appears to be a project that has legitimacy at the official/OPD level only, while in the case of political support is also not a major concern.	The program is mandated, meaning that it is implemented at the official/OPD level while its legitimacy is strong as the Bupati's flagship program, in the political support of this program being part of the main issue, despite many notes/ criticisms.
3	Technically operational and administratively feasible (operationally and administratively feasible)	Technically operational of the program is supported by sufficient resources, administratively also has a clear and legal performance mechanism.	Technically operational found error and condition of resource less than optimal, administratively this program implemented based on project planning.	Technically the operational of the program is supported by the available resources, but in the aspect of budget support and facilities facing the non-optimal, administratively the program is accounted by the Dinas.
4	Conclusion	The program is most viable to continue in a sustainable manner	The program is not eligible to continue. If it is to be continued then it needs to be revised in terms of target, resources and operational mechanism.	This program requires to recondition if it is to be continued. Aspects that need to be improved include budgetary resources, facilities, and operational mechanisms.

Source: Researchers Analysis, 2018

produce good program sustainability capabilities as well, otherwise if the program capacity experiences many obstacles and obstacles it will result in poor sustainability capabilities. At the same time, this is the basis that a model needs to be designed in advance in designing innovative programs that are the policies of local governments, and not just replicating other regions or imitating central government programs.

B. Capacity Building Model of Regional Government Innovation Program

Innovations in government sectors take place in forms of: go beyond organizational boundaries to create network-based decision-making, financing, decision-making, and production systems; tap new pools of resources; exploit government capacity to shape private rights and responsibilities; redistribute the right to define and judge value; and should be evaluated in terms of the degree to which they promote justice and the development of society as well as their efficiency and effectiveness in achieving collectively established goals (Moore & Hartley, 2008, pp. 78–82). Based on research data, capacity building from regional government innovation programs can be built by adopting five role program innovations, namely Problem Solver, Enabler, Motivator, Convener, and Integrator.

This model is universal and can be applied to public organizations that have challenges in terms of availability of resources, given this model emphasizes priority choices and complementary choices in programming. When referring to the condition of most regions in Lampung Province, this model becomes relevant.

Problem Solver is the role of the program created by the implementation design that is directed as a solution to certain challenges in program objectives. This typology program is creating solutions, consisting of problem solvers who are familiar with the life cycle of innovation: coming up with new ideas, choosing the most promising ideas, prototyping their solutions, and working to scale their solutions to a wider population. Empowerment (Enabler) is a role that places itself as a provider of resources, enhancing the capacity of executors, funding for programs that are categorized as problem-solving. So, this typology places itself as a supporting program of the problem-solving typology. Meanwhile, motivators are program categories that provide incentives to encourage potential problem-solvers to innovate. General motivator strategies include providing challenges and competitions that lead to appreciation or recognition for a new innovation. In addition, the use of cooperative methods is carried

out to encourage the creation of participation in problem-solving.

While conveners are programs that have the role of bringing actors in the innovation ecosystem together to share knowledge, resources or partners to innovate. Convener strategies in general include; organizing joint forums in the form of deliberations, discussions or conferences, and other events that bring diverse parties together to work out solutions to a problem in the program's target group. The program in this typology seeks to increase knowledge that has a broad base and strengthens the skills of target groups to solve problems. Unifying (Integrator) is a hybrid role that serves to harmonize programs that have other roles and increase the effectiveness of the ecosystem as a whole. Integrators help articulate the goals of the innovation ecosystem and create processes and platforms that enable actors' ecosystems in other programs to work effectively, together and continuously.

Integrators are different from conveners: while conveners function as organizers, integrators identify actors in different programs but can partner with one another, make connections between them, and examine and select the right tools to create value among various members of the ecosystem. Unifying (integrators) usually begins by playing one of four other roles and develops into an integrator when the program is enhanced by taking broader steps and starting to identify other actors, developing platforms, conducting analysis and sustainable activities to maintain the running of the ecosystem.

Public organizations can benefit from conducting a careful analysis of the surrounding ecosystems and looking at the challenges of a particular public sector, then adopting the right role or combination of roles to maximize the value generated from the ecosystem. The five roles of innovation do not mean mutually exclusive. In many cases, organizations can choose to launch initiatives that consist of multiple roles simultaneously.

Identification of roles is very important to make innovation successful, and each role involves applying a range of specific strategies and approaches. Using an innovation-based ecosystem approach can have a dramatic impact in overcoming community challenges. If every actor in the ecosystem understands its proper role and collaborates on the right strategy to fulfill this role, the entire ecosystem can function more effectively. The collaborative innovation is open the innovation cycle to a variety of actors and taps into innovation resources across borders, overcomes cultural restrictions and creates broad socio-political support for the public sector of innovation (Bommert, 2010, pp. 15–33). A clear understanding of the right role can also be a valuable

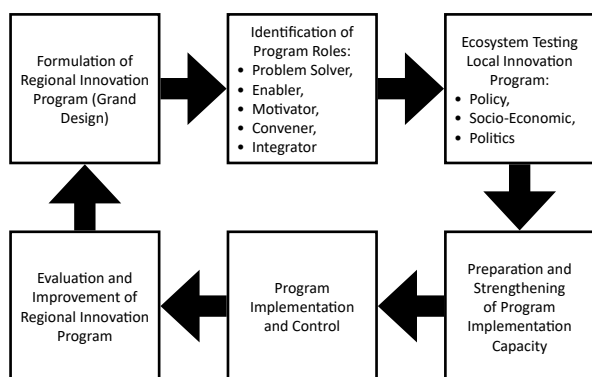


Figure 1. Capacity Building Model of Sustainable Public Service Through Local Innovation Program

starting point for organizations that can launch new innovation initiatives, help them use resources as efficiently as possible and interact complementarily with other actors. An ecosystem-based approach to innovation can help organizations build their capacity to implement the required roles more effectively, creating infrastructure for the success of sustainable innovation. The model is illustrated in Figure 1.

The model begins with a large design of local innovation programs that prioritize improving the quality of public services. The existence of a grand design is a strategic foundation for regional apparatus organizations to translate it into various internal activities of the institution or activities involving the network of institutions. This section forms the basis for the vision and purpose of the program's existence. In the next stage, identify the direction and importance of the innovation program. Different directions and interests will require different forms and mechanisms of the program. Therefore, not all problems in an area can be solved with the same program.

The next stage is to test the form of the program into the programming ecosystem, in this case, related to the target group and beneficiaries of the program later. The identification of both precisely and clearly will result in the effectiveness of higher policy achievements (Zenker, 2009, pp. 23–32). Different ecosystems will require various forms of programs as well. In this case, the programming ecosystem includes policy legitimacy, socio-economic conditions of the community and political conditions. The next stage is to prepare a series of local government capacities to implement the program, capacity conditions will determine the success rate of the innovation program later. A well-designed innovation program will potentially fail if it is not supported by an adequate set of local government capacities. The capacities of the organizations on dimensions and subdimensions

can be described using four levels: low, developing, intermediate, and exemplary. The study varies in terms of their capacity from one dimension to the next, and indeed, from one subdimension to the next (Bourgeois & Cousins, 2013, pp. 299–319). Therefore, it is better to program implementation is compared to capacity feasibility and if deemed unable to support the program it is necessary to strengthen capacity first. In practice evaluation capacity tends to be higher, both in terms of capacity to do and capacity to use, in organizations that have developed systematic mechanisms to institute evaluation culture within their walls. Interestingly, however, the capacity to use does not require the capacity to do, as evidenced in the non-profit organization (Bourgeois, Whynot, & Thériault, 2015, pp. 47–55).

The next stage is the implementation and control of the program. Control is an integral part of implementation activities that are intended to create consistency in achieving program goals and objectives. In this context, the success of the program is limited by discrepancies between personal observations and forecasts that are broadcasted for a large area and time. It was the most interesting user that identified the largest discrepancies between the forecast and their observations (Houser et al., 2017, pp. 1003–1024). Often finding good innovation programs but failing to achieve optimal levels because of lack of implementers have good commitments reflected in the consistency of program implementation. In some cases, organizational commitment is related to job satisfaction, behavior that arises from organizational change (Yousef, 2017, pp. 77–88). Therefore, strengthening commitment to the implementation of innovative programs requires the preconditions for the creation of conditions of local government organizations that have a good work culture.

The final stage is the evaluation and improvement of regional innovation programs. This stage is a stage that assesses the success or failure of the program. Evaluation is carried out with a variety of approaches, both quantitative and qualitative and against several indicators of the program's objectives (Posavac, 2015, p. 19). Evaluation is also carried out on stakeholders, many agree that stakeholder involvement is a central aspect of effective program evaluation (Brandon & Fukunaga, 2014, pp. 26–44). If found obstacles that cause program failure can be corrected program design and then become material for further innovation program preparation by referring to the grand design area of the innovation program. So it can be concluded that the regional innovation program management cycle will occur. In this context, the influence of MI on organizational

performance both directly and indirectly through performance management (PM). PM is an important aspect of performance management (Walker, Damanpour, & Devece, 2011, pp. 367–386). Thus, this model will create organizational change which is reflected in the renewal of innovative programs within the scope of their government.

IV. CONCLUSION

The innovation program in this study appears in a variety of forms. The P2KM program in Bandar Lampung has become a program that has good implementation capacity, while the Homecare Program is a good program but it needs improvement and a free Internet Program in North Lampung to become a program that does not have adequate capacity where there are still many weaknesses. The P2KM program in Bandar Lampung has the power to continue, while the Home Care Program in Pesawaran has the power to continue but by improving on several aspects. Free internet programs are the most powerless programs to become programs that are running. This program must be redesigned with a more ready capacity design. Finally, the conclusions resulting from the findings of the program analyzed are; if the program capacity is optimally designed it will produce good program sustainability capabilities as well, otherwise, if the program capacity faces many obstacles and it will produce poor sustainability capabilities.

The capacity building model of the local government innovation program can be built by adopting five role program innovations, namely Problem Solver, Enabler, Motivator, Convener, and Integrator. Some roles are often important for making innovation successful, and each role involves applying a range of specific strategies and approaches. Taking an ecosystem-based approach to innovation can have a dramatic impact on addressing community challenges. If every actor in the ecosystem understands its proper role and is involved in the right strategy to fulfill this role, the entire ecosystem can function more effectively. The model of strengthening the capacity of innovative programs in local governments will be a cycle that complements each other and determines the success of each other, however, commitment and consistency are still needed in applying the model.

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V. REFERENCES

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